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BY FRED W. TASNEY

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# AMERICAN MANAGEMENT REVIEW

July, 1923

## The Personnel Content of Office Management

By Fred W. Tasney

*Vice-President, Prudential Insurance Company of America*

*Vice-President, American Management Association, Office Executives Division*

The Office Executives Division of the Association, for the purpose of establishing a program for consideration, prepared and sent to each member of the Committee a questionnaire covering forty subjects or problems which might fairly be considered as affecting office management, with a request that the questionnaire be returned stating which ten of the forty problems, and in the order of importance, appealed to the members of the Committee.

The response from the members of the Committee were of such interest as to suggest sending out questionnaires to a number of Association members for the purpose of gaining a still broader view as to the problems which were affecting them.

A study of the numerous replies has proven of sufficient interest to warrant giving some part of the result to Association members.

Rather striking is the fact that no one of those replying considered "Co-operative Buying" as worthy of consideration. "Relations with Business Schools," "Purchasing Methods," "Profit Sharing," were ranked as of value by only two each. "Cafeterias," "Service Annuities," each by three. "Vestibule Schools," "Recreation," "Vacations," "Relations with Public Schools," "Employee Representation," "Service Disability Payments," by four each. "Employee Associations," "Methods of Salary Payment," "Filing Methods," "Time Study," each by five. "Employee Publications," "Health Supervision," "Working Hours," by six. "Bonuses," "Handling of Mail," by seven. "Office Equipment," "Rating Scales," by eight. "Thrift Plans," "Organization Charts," by ten. "Office Layout," by thirteen. "Routing and Scheduling Work," "Employee Tests," by fourteen. "Educational Classes," by fifteen. "Tardiness," "Office Manuals," by sixteen. "Absenteeism," "Employment

Methods," by seventeen, while "Job Analysis," "Salary Standardization," "Developing Supervisory Staff," "Basis of Remuneration," "Transfer and Promotion Methods," were included by a majority.

An analysis of the above shows that the largest number of those replying considered as their most important problem, and in the order named: "Transfer and Promotion Methods," "Basis of Remuneration," "Developing Supervisory Staff," "Salary Standardization," "Job Analysis," "Employment Methods" and "Absenteeism," "Tardiness" and "Office Manuals," "Educational Classes."

A further analysis of the replies discloses the fact that, while "Developing Supervisory Staff" is considered as of third importance, insofar as total number are affected it is really of first importance in the number giving it first place, and, on the same basis, "Basis of Remuneration" holds second place.

The greater number of the subjects outlined above are being given consideration by Committees of the Association, to the chairman of each of which, for their information, was sent the names of those replying to the questionnaire and the organizations which they represented.

Having in mind the announced aim of the Association to, as largely as possible, consider the human factor in industry, the matter which has appeared from time to time in the publications of the Association and the discussions which have occurred in both committees and on the floor of the Convention, it is worthy of comment that some of the subjects which have from time to time appeared to be appealing are not included among the important problems as seen through the eyes of those replying to the questionnaire.

Among the subjects which were considered of lesser importance were "Recreation," "Vacation," "Cafeterias," "Health Supervision," "Mutual Benefit Associations," "Service Annuities," "Service Disability Payments."

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#### **Vacations**

##### **Kelly Springfield Tire Company**

All factory employees on a daily wage basis who have been in the continuous service of the company for a period of not less than three years nor more than five are entitled to one week's vacation with pay at the base rate when the vacation falls due.

Those who have been in the employ of the company five years are entitled to two weeks' vacation at the same rate.

##### **Employees May Prepay Passage of Foreign Relatives General Electric Co.**

Any employee of this company having friends or relatives in European countries who is desirous of aiding them in coming to the United States may make arrangements with a large steamship company through the General Electric Company. The agents of this company place the prepaid passage in the proper hands and gives such assistance and advice as is desired.

### The Work of the Planning Department R. H. Macy & Co., Inc.

In a large department store executives are daily faced with questions regarding the best methods of doing business and of handling personnel. Existing methods need continual follow-up and revision in order that the individual worker, the organization as a whole and the customers may be served most efficiently. Frequently special investigations are required, for which chief executives and department managers have only a limited amount of time. The Planning Department in R. H. Macy & Co., Inc., is especially organized for work of this nature and serves in an advisory capacity.

The problems for investigation are assigned to the Planning Department by the Board of Operations, which is composed of an officer of the corporation, the General Manager and the heads of the larger non-selling departments. Recommendations resulting from these investigations are again referred to the Board of Operations, and, if approved, the Planning Department is responsible for the installation and follow-up of the recommended procedure.

Recommendations are always made with the ultimate aim of reducing the unit cost of operation, by

1. Devising the best methods;
2. Installing and following up the "best methods" to be sure that they are being carried out;
3. Increasing individual production.

A great variety of problems have been handled by the department, ranging from the designing of forms to the development and introduction of a performance bonus for markers in the Receiving Department. Bonus plans are being developed in other departments which will result in increasing the individual's earnings in proportion to his production, as measured by standards based on detailed time and motion studies of operations.

Within this range is also included a Vacation Plan for employees based on length of service. Job analyses and job

specifications have been made and used in developing practical, comprehensive, inter and intra departmental promotional plans, as well as in reducing operating costs. Another interesting installation is "the perpetual inventory of the personnel" for the Manager's office. The personnel record card designed for the purpose combines information formerly obtainable only from records kept in several departments and, in addition, furnishes further information, so that each card gives a complete history of the individual. This information is kept up to date by simple, effective control methods. With this specific data always accessible, the executives can follow up the work of each employee through personal interviews. It is obvious that such intimate knowledge by the management, of the performance of each individual, is advantageous both to the organization and, in many instances, to the employee.

In all of these problems the guiding principle has been the development of "the one best way," or, in other words, the attainment of the greatest efficiency at the lowest operating cost, with a continual regard for the betterment of working conditions.

B. E. LIES.

### Employee Insurance Plan Plymouth Cordage Company

In order to aid the families of employees suffering death or permanent disability, this company has instituted a simple plan of insurance. A certificate is issued in recognition of continuous service of five years. This certificate entitles the person named as beneficiary to "a sum each week for a period of fifty-two weeks equal to the average weekly earnings of the deceased for the last year of employment, but not exceeding in all \$2,000." The company bears the entire expense of this insurance and believes the expense money well spent.

When employees leave the service of the company, the certificate becomes void and insurance ceases.



### **Employees' Representation Sperry Gyroscope Company**

The following extracts from a report submitted by a special committee appointed by the President of the Sperry Employees' Industrial Association to investigate conditions that might have a bearing upon a general wage increase may be interesting to those who have watched the development of various plans of employee representation.

Before quoting from the report, it may be well to state that through the efforts of the Management of the Sperry Gyroscope Company, and through the co-operation of the employees, the company had been able to keep the cost of production down to a point which permitted the employees to maintain their earnings without reduction, during the recent depression, even though their rates of pay equaled or exceeded the peak wages paid in similar lines of work in other industries.

As general business of other companies began to boom, and wage increases were being noted daily in the papers, it was only natural that certain employees in the Sperry Gyroscope Company raise the question as to whether or not they might also be given a general increase in wages and have their hours of working reduced from forty-eight to forty-four per week. Therefore, a petition was submitted at a regular monthly meeting of the Sperry Employees' Industrial Council that a 15 per cent increase in wages, together with a reduction in hours, be requested from the company.

Instead of passing the petition along to the management, however, the employee representatives discussed the matter among themselves, and as the census of opinion was that they should not make such a request without justification; it was decided to appoint a committee of four to go into the matter and report back their findings to the council.

Upon request to the company, the committee was supplied with such information as they desired, as would have a bearing on the case. The committee made a

lengthy report which was accepted by the council, with a vote of confidence in the management.

Quoting the particularly interesting paragraphs from their report:

"The committee, having taken the task at hand very seriously and from every conceivable angle, sincerely hopes that their word be taken and given the same serious consideration that the committee gave to the carrying out of its mission.

"While we were asked to keep much of the data referring to the business of the Sperry Company confidential, we stand ready at any time to convince any doubtful member of the Industrial Association as to the facts underlying our findings. And right here we wish to state our appreciation of the way in which the management laid the cards, face up, on the table. To not one of our questions was an answer refused, but all were answered straightforward and backed by figures and curves to substantiate the reply. With such fearless exposure of the financial records, the committee can do nothing else but to express their utmost confidence in the management of this company. It also proved the word of the council was sufficient authority to open the books and allow scrutiny of all records requested.

"As a summary of our findings, we respectfully submit the following:

"After careful scrutiny of the records and charts, we are of one thought that an increase at present is absolutely impossible from a standpoint of justice to all, as we feel that the present and incoming business both in volume and price is such that the company cannot afford to grant the request.

"And in reference to the forty-four hours, we feel that it would result in a serious curtailment of orders, thus acting as a boomerang on the men in the shop by reducing the available amount of work. Knowing that the purchaser of our products is clamoring for a cheaper article, and the governments of the various countries have no money to spend, we have got to rely on private companies who are

just as anxious to save a dollar as we are to get it.

"Lastly, we feel that our confidence in the promise of the management to do the right thing in due season is well founded. Therefore, we suggest that said petition be tabled."

M. R. LOTT.

### **Employees' Stock Purchase Plan Pacific Mills**

This company has instituted a plan by which employees were given a month in which to purchase the company's stock at cost if they desired to do so. Stock may be paid for in cash or in partial payments. When the stock is entirely paid for, the employee is entitled to all rights of other stockholders.

### **Company Library**

#### **Dennison Manufacturing Company**

This library has the following functions:

1. Educational Training.
2. Research.
3. Reference.
4. Recreational.

The Educational Training consists in the mapping out of courses of reading for the executives. This is considered a very important function, as it prepares and provides the material for the more responsible positions occupied by those who direct the policies of the company. Courses are mapped out for promising men who are not executives—for anyone who expresses a desire for an education. The policy is that all training should be directed from within the plant.

Some of the subjects covered in these reading courses are accounting, economics, philosophy, psychology, history, government, general scientific management, shop management, office management, advertising, merchandising, sales management and selling.

As the Research departments—chemistry, mechanical, office, production and sales—are separate from the Library, its function in this particular consists in keeping on the lookout for pertinent material, and calling it to the attention of those to

whom it has a possible interest. In addition, it collects data which it has reason to feel will be called for by the research men. A further function is to assemble and supply data as it is needed.

The Library is detached from all line and staff departments and is under the direct supervision of the President's office. This arrangement makes for broad and impartial service, as it enables those entrusted with the function to see and to understand all requirements in their true relationships.

The Library does some research for Mr. Dennison and the present indications point to an expansion of this service. As soon as the other higher executives learn of its equipment, they will undoubtedly refer some of their research problems to the Library.

The Recreational function is supplied by two Traveling Bookcases which make the circuit of the office and factory departments every three weeks. Most of the books are fiction, although there are a few books on history, travel and business. A sign is always placed in a department one day before the arrival of the bookcase. There is always someone in charge during the noon hour to supervise the distribution. The assistant librarian remains in the Library, as this is used as a reading room by those who do not go home to lunch.

For publicity purposes, it issues a Library Bulletin every two weeks and have a Library Page in "Round Robin," the house organ.

It usually reviews in each bulletin two business books, six or seven magazines, and lists the magazines received. This bulletin is sent to 140 executives, who check the books or magazines in which they are interested and return the bulletin to the Library. The responses or pulls of these bulletins average about thirty for books and eighty-five for magazines. The reading record of each executive is kept on file. As our "Round Robin" goes to everybody, we include fiction among the books reviewed and make the appeal in more popular language.

The Library has recently prepared a "What to Read" booklet, which is a selected list of the books in the Dennison Library.

F. A. MOONEY.

### **Recruiting of Employees**

#### **Yale & Towne Manufacturing Co.**

The Yale & Towne Manufacturing Company has adopted a plan whereby prizes from \$2 to \$5 are offered employees procuring female help. The contest extends over five weeks, prizes being awarded at the end of that period.

### **Pension Plan**

#### **A. C. Lawrence Leather Company**

This company has set aside a pension fund to be administered by a pension board consisting of three officers or employees of the company. Employees of the company or of its subsidiaries are eligible under these conditions:

A. Male employees who have been in the service 25 years or longer and have attained the age of 60 years.

B. Female employees who have been in the service 25 years or longer and have attained the age of 50 years.

C. An employee who has been in the service continuously for 15 years and is permanently incapacitated for work through no fault of his or her own may be pensioned at the discretion of the board.

The pension of employees regularly retired on account of age and length of service and of employees retired on account of permanent incapacity for work prior to attaining the age of retirement shall be one-half of the average annual salary or wage for the 5 years preceding retirement. The pension of employees retired on account of reaching the age of retirement shall be computed on the basis of one and one-half percent of the average annual salary or wage for the 5 years preceding retirement for each year of service. In no case shall the pension exceed fifty percent of such average salary or wage nor shall the maximum pension be more than \$5000

per year nor shall the minimum pension be less than \$360 per year.

### **Summer Camp**

#### **Commonwealth Edison Company**

After two years of careful investigation by officials of this company, it has now found and purchased a place which fulfills all of the qualifications which they had set for a perfect summer camp. Lake Lawn Hotel, a popular summer resort on Lake Delavan, has been purchased, together with 109 acres of land adjoining the hotel grounds, which itself covers 14 acres.

The exact rates to be charged employees have not yet been set, but, as in the case of other activities operated for the benefit of employees, the rates are to be based on actual cost, which is very low.

#### **Pennsylvania Railroad Employees' Provident and Loan Association**

This association which the Pennsylvania Railroad just put into effect the first of this July provides a means by which employees may save money, increase their pensions, invest in homes and in the securities of the company and obtain emergency loans on their personal credit. It is to be a cooperative association of officers and employees.

#### **Employees' Handbook Portsmouth Cotton Oil Refining Corporation**

This corporation has recently issued a very interesting handbook for its employees. All detailed information required by employees is very adequately though briefly contained in this booklet. Interesting features are the charts explaining the layout of the plant and plant organization.

Welfare activities, pay system, works council, educational work, works publication, cafeteria, service reward, working hours, personnel activities and medical activities are described.



## THE MANAGEMENT INDEX

### Reviews and Abstracts

Note: The Editorial Committee of the American Management Association wishes to present to the members a classified index to Management Literature based on a progress report of the Joint Committee on Management Terminology, entitled "A Classification of Management Literature."

The Committee invites suggestions and constructive criticisms from the members.

**Financial Incentives for Employees and Executives.** By Daniel Bloomfield. H. W. Wilson Company, New York, 1923. Price, \$4.80.

Now and then it is worth while to go back through the periodical literature to select for reprinting in book form those contributions which have been most illuminating on some subject of permanent interest. Of the several such compilations made by Daniel Bloomfield, perhaps none will be more welcomed than his recent two-volume work on Financial Incentives for Employees and Executives.

The subject is one of vital interest at the present moment. The material here presented is full of stimulating suggestions. It does not pretend to be a critical analysis for evaluation of various wage systems. It merely offers well-told stories of interesting experiences by many men with many plans. He who seeks for details of "What to Do and How to Do It" for his particular difficulty will be disappointed, but he who spends an hour or two reading either volume will find his thinking stimulated, and may perhaps get an idea which can well be adapted to his needs. More could not be expected from such a compilation. That conflicting ideas appear is evidence of the spirit in which the editor gathered his material.

The work is divided into four parts. the first discussing various wage systems in general, piece work and day work in particular. Part two describes bonuses for increased production, improved quality, economy, steady attendance, and length of service. Part three includes thrift, profit sharing, stock participation, mutual benefit, and pension plans. Part four deals with incentives in retail stores, compensation for salesmen, office workers. and incentives for foremen and executives.

Frequent reference to experience in specific companies makes it possible for the interested reader to go to original sources when he wishes more information. The fact that over two hundred companies are listed in the index shows the breadth of the survey.

A number of comparative charts, diagrams, and tables and an eleven page bibliography add greatly to the value for one who wishes to make a critical study of incentive plans.

Perhaps the greatest weakness in the work lies in the absence of a note of warning regarding the dangers of introducing an incentive plan before other management methods are organized, particularly noting the fact that a large part of the gains attributed to particular wage plans really were the result of better material control, routing, scheduling, production planning. Such a word of caution might fortify some unwary manager against the array of figures put forth by the zealous salesman of a pet system, and save many pay-roll dollars. The authors of the various articles are most of them optimists rather than careful critics. The reader must supply his own grains of salt.

As a matter of fact what to me is the strongest point made by Mr. Bloomfield is in bringing together descriptions of so many different plans that anyone who will take the trouble to read his books understandingly will, in all probability, be prepared to make a real study before adopting some expedient.

The books are well worth while.

D. W. K. PEACOCK,  
*Personnel Director. White Motor Company.*

**Practical Psychology for Business Executives.** By L. D. Edie. H. W. Wilson Company, New York, 1922. Price, \$2.40. 387 pages.

This book is another contribution to the series of handbooks on management topics published by The H. W. Wilson & Company.

There are well over one hundred articles and excerpts, reprinted from current literature, living together in 387 crowded pages. The authors are mostly well known: Walter Dill Scott, E. L. Thorndike, Wm. McDougall, F. W. Taussig, Samuel Gompers, Roger W. Babson, Irving Fisher, Herbert Hoover, John R. Commons, E. H. Gary, Daniel Bloomfield and several score of others equally familiar. Twelve pages of Bibliography make the book more valuable for the student who wishes to delve still further.

Some of the headings for the fourteen sections of this handbook are significant: The Psychological Basis of Industrial Relations, Balked Instincts the Basis of Industrial Disorders, Labor Traits and Crowd Behavior, The Value of Psychological Tests and Contributions of Abnormal Psychology to Business Problems.

In combining in one volume articles by recognized psychologists and by practical business leaders, the compiler tacitly admits that the latter group possesses practical psychology worthy of study. This is an important admission—and an advance.

The general tendency throughout, to stress the instinctive nature of human behavior, conforms to the more recent developments in the field of psychology.

Some of the articles, written by psychologists, are unfortunately, beyond the grasp of the hard-headed business executive, who lacks the background

to comprehend them. Despite this fact, the compiler has undoubtedly performed a real service in bringing together the significant writings on a topic of such general interest to business executives.

EUGENE J. BENGE,

*Director of Office Employment, Atlantic Refining Company.*

**Stimulating the Organization.** By Orlene D. Foster. Harper and Bros., New York, 1923. Price, \$4.00. 404 pages.

Furnishing a summary of current practice rather than an evaluation of methods used by different concerns, this volume is valuable for an executive interested in comparing his personnel policy with others, and for the general reader who wishes to know something about the present practice of different concerns in getting the most production with the least friction from the working, office, and sales force.

Stress is laid by the author on the necessity of scientifically studying production and distribution problems, and of setting up machinery to study new problems, before expecting the best results from his force as a whole, or from any part of it.

The author gives no particular attention to the fundamental causes of industrial unrest. She discusses the familiar principles of careful selection, placing, and training, with a view to organizing a force capable of the greatest individual and group production in factory, office, and sales divisions. Arousing of general interest and methods of stimulating every group, foremen, machine workers, minor executives, and salesmen, are discussed in detail. The author is particularly interested in the office and selling organizations, including branch offices, and dealers.

LOUISE MOORE,

*Employment Service Manager, Dutchess Manufacturing Company.*

**The Burden of Unemployment.** By Philip Klein. Russell Sage Foundation, New York, 1923. Price, \$2.00. 260 pages.

This book contains a study of unemployment relief measures in fifteen American cities, during 1921 and 1922. It does not attempt to deal with larger aspects of the philosophy of industrial life or with such matters as unemployment insurance, pensions and similar proposals. It primarily discusses the question of what to do with the distress caused by unemployment—family disintegration and the manifold other miseries which lack of work creates—and how the community is to bear the burden imposed upon it.

This book answers such questions as, "How should central unemployment committees be organized?" "What was the success of Mayor's committees?" "What is the task of social agencies during hard times?" "How can we deal with the influx of the homeless?" "What are the relative merits at such times of real work, made work, temporary or odd jobs and straight relief?" and "Where does employment service fit in?"

Those interested in the social aspects of the problem of unemployment will find considerable value in the discussion and statistical charts and diagrams.

**Risk and Risk Bearing.** By Chas. O. Hardy. University of Chicago Press, 1922. Price, \$3.60. 399 pages.

This volume is designed for use as a text book in courses in collegiate Schools of Business in which the uncertainties of business and methods of protecting against them are studied. One chapter deals with the "Risks of Labor" including "Unemployment" and "Accident and Occupations Diseases."

**Letters From a Business Woman to Her Daughter.** By Zora Putnam Wilkins. Marshall Jones Company, Boston, 1923. Price, \$1.50. 151 pages.

In this entertaining book written in a humorous, light style, the author has given much good advice to the embryo business woman. It is really her own philosophy, the philosophy of a successful business woman. The personnel director who has her trials with the girl fresh from college may also find something in this book to help her to a better understanding of the adjustments that have to be made in entering the business world.

**The Standard of Living.** By Newel Howland Comish. The MacMillan Company, New York, 1923. Price, \$2.00. 340 pages.

This book gives plain facts on consumption and investment that will help in deciding how to spend sensibly, save wisely and invest safely. Therefore it is of interest to everyone who aspires to be an intelligent consumer and ought to be of special value to instructors in such branches of economics as conservation, standard of living, rational buying and co-operation as well as to students of practical sociology and philanthropy.

This is really an economic study of the problems of consumption. The material contained in this book has been used as the basis of a course in conservation which has been offered during the past five years at Oregon Agricultural College.

**Business and the Professions.** By Rudolph M. Binder. Prentice-Hall, Inc., New York, 1922. Price, \$4.00. 424 pages.

Until recently, the recognized professions carried on their activities for service rendered, alone, but this condition has undergone such a change that the newer professions act largely for profit. When professions are actuated by the desire for profit, business elements enter in and principles of business conduct must be resorted to if the result is to be profitable. From another viewpoint, modern business is becoming more dependent upon the activity of the professions. It is becoming the modern tendency of business to render service more heartily by becoming professional in motive.

The old tendencies of business were extremely individualistic and anti-social, resulting in an unfriendly attitude on the part of society. Aware of this attitude of society, business is gradually turning to the professions which are filled with liberal exponents. Infusion of professional atmosphere into business tends to break down this unpleasant attitude and create more confidence among those affected in this way.

There are cases on record which indicate that the business world is waking up to the situation and endeavoring to conduct its affairs in a new spirit. Most of the firms doing a large business have accepted service as a motto. This is indicative of a change in their attitude. Likewise, the worker is treated with greater consideration. There is much unrest in every civilized country among the working and middle classes. That it becomes more widely spread as years pass is beyond dispute. Something must be done to avoid the fate of Bolshevism overtaking us. Only a new attitude on the part of business can avert a catastrophe and the professions must be considered in shaping this attitude.

**Immigration.** By Edith M. Phelps. H. W. Wilson Company, New York, 1920. Price, \$1.80. 380 pages.

Immigration, one of the vital national problems of the hour, is quite adequately treated in this book. Being published in 1920, its value is limited to a study of immigration problems up to that point, recent developments being omitted. The presentation of the discussion on immigration is very well prepared. Briefs are presented in affirmative and negative form as to the restriction of immigration. A special portion of the books is also given over to affirmative and negative references and to discussion of Asiatic immigration.

The greater part of the book is made up of pertinent articles and lists of references on the subject of immigration. Prefaced to these, the author discusses the subjects referred to.

**Compulsory Arbitration and Compulsory Investigation of Industrial Disputes.** By Lamar T. Beman. H. W. Wilson Company, New York, 1920. Price, \$2.25. 374 pages.

Affirmative and negative discussions of and references to compulsory arbitration and investigations of industrial disputes make up the major portion of this book. Briefs are presented which permit the study of these problems in a regular and orderly manner. Timely articles on these subjects are quoted and discussed.

Those interested in compulsory arbitration and investigation of industrial disputes will find considerable in this book. Where articles have failed to give the desired information, references are suggested where the information can be obtained.



**Modern Social Movements.** By Savel Zimand. H. W. Wilson Company, New York, 1921. Price, \$1.80. 260 pages.

As "political democracy" was the slogan of the nineteenth century, "industrial democracy" has become the slogan of the twentieth. With the rapid growth of industrial democracy, labor ideals and activities have steadily increased and deepened their influence upon our thoughts. Those interested in the growth of the labor or social movement must keep in constant touch with the latest developments which are taking place at all times and places.

The author has taken the major developments as the basis of this book. The subjects which are treated are—trade unionism, co-operative movement, co-partnership, national industrial councils, Plumb plan, single tax, socialism, syndicalism, Bolshevism and anarchism. Each of these subjects is covered in rather an interesting manner. Extensive bibliographies are given by the author prefaced by a brief discussion of the individual subjects, prepared by the author.

A feature of this book is that it includes the foreign as well as domestic developments in the labor movement. Since labor has become increasingly national in scope since 1914, students of the labor movement must broaden themselves to an international outlook. This book serves to lead them to sources of information on the labor or social movement internationally.

**Unemployment.** By Julia E. Johnson. H. W. Wilson Company, New York, 1921. Price, \$1.80. 400 pages.

The subject of unemployment has generally been considered in one of these forms—the establishment of public labor exchanges or the supplying of work by municipal, state or national agencies when normal channels are inadequate to absorb the surplus labor. This book covers both these questions, the brief and greater portion of the reprints being devoted to arguments for and against the various remedial schemes suggested. A full bibliography is provided and a few articles containing a general treatment of the entire subject are included.

**2400 Business Books and Guide to Business Literature.** H. W. Wilson Company, New York, 1920. Price, \$5.00. 472 pages.

This book is a guide to the literature of business in that it is an index to that literature wherever it may be found. In it may be found references to the administrative, managerial, financial, marketing and other phases of business and the work of the several departments, of the officials and of the employees of business houses.

Company libraries and research divisions will find this book of considerable value. Were it issued annually, it would serve the same purpose in regard to books as the "Industrial Arts Index" does for periodical material.

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**A Critical Analysis of Industrial Pensions Systems.** By Luther Conant, Jr. The MacMillan Company, New York, 1922. Price, \$1.75. 262 pages.

This book is an excellent analysis of industrial pensions. It was written by the author based on observations made while conducting an investigation for the Bemis Brothers Bag Company. The greater portion of the book is made up of representative forms of pension plans which are actually in operation. On the other hand, considerable discussion is given concerning the development of pension plans.

To those organizations doubtful as to the justification of pension systems, statements of leading economists are offered.

An interesting chapter of the book discusses the factor of cost in pension systems. By the use of diagrams and tables, the author shows how cost increases when the number of workers must be maintained by the replacement of those who benefit from pensions.

Those interested in pension plans will find this book of considerable value. The pension plans enumerated at the end of the book are representative of those in existence.

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## 651. OFFICE MANAGEMENT

### 651.4 Administration: Regulations, Training, Communications, Supplies

**Part-Time Commercial Training.** By Vierling Kersey. *Vocational Education Magazine*, May, 1923, pp. 666-667.

A careful study of one thousand representative part-time students in a cosmopolitan city like Los Angeles reveals many things of special value to one in charge of the preparation and presentation of a commercial training program for such students.

**Stenographic Training for Girls.** By Annie T. Wise. *Vocational Education Magazine*, May, 1923, pp. 667-668.

The stenographer must be trained to do everything possible to relieve the executive of attention to details so that he may devote his energies to more important matters. This article discusses the value of this training rather than training methods.

**Manual for Stenographers and Dictaphone Operators.** Prepared and issued upon request by the Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa.

This manual is published as a guide to inexperienced and experienced stenographers and those typists who aspire to become stenographers. Considerable data valuable to stenographers is given in this manual.

**What Rochester Employers of Commercial Cooperative Students Say of the Cooperative Plan.** *Vocational Education Magazine*, May, 1923, pp. 669-671.

In September, 1917, the commercial cooperative plan was put into operation in the last year of the senior high schools of Rochester. Students alternated between school and office on the week-in and week-out basis.

**Manual for Dictators.** Prepared and issued upon request by the Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa.

This manual covers many of the essential rules, observations and suggestions helpful to those desiring to qualify themselves quickly for better letter writing and other business composition. Those performing dictation will find this of considerable value and interest.

**Jack in Office.** By P. B. McDonald. *Industry Illustrated*, June, 1923, pp. 37-38.

The minor executive is quite often impressed with his own self-importance, a natural tendency on his part. The writer of this article describes this as a class feeling in industry.

**Effective Office Apprenticeship.** By A. J. Beatty. *Vocational Education Magazine*, June, 1923, pp. 795-797.

To meet the increasing shortage of competent office girls the training department of the American Rolling Mill Company organized a course in office work. The course follows two distinct lines of work, the forenoons being devoted to more or less general training in office work and the afternoons to actual work in the offices about the plant.

**Training a Typist.** By Marion A. Fitch. *Vocational Education Magazine*, May, 1923, pp. 674-675.

This is an interesting study of how to train a typist in the best methods. It is based on the experience of the Boston Clerical School in developing typists.

## 658. PLANT MANAGEMENT

### 658.1 General: Promotion, Finance, Organization

**Is There Enough Leadership in Management Today?** By A. B. Farquhar. *Factory*, May, 1923, pp. 535-537.

Often, the executive, old in experience, speaks of the good old days with emphasis on good and with disparity of the present. The writer believes different as his words describe. "The change that has come in the status of both employer and employed is not to be deplored."

Leadership is a means of regulating human beings happily through personal feeling. With leadership, we have a willingness on the part of the man to share the fortunes of the employer for better or for worse.

**What Makes the General Manager Successful?** By E. H. Fish. *Management Engineering*, June, 1923, pp. 387-388.

Managers are looked upon as successful when they are men with full understanding of human nature which enables men to see just how far they can go in delegating

authority and in so presenting their ideas that they are understood by those who must trust them if they are to succeed.

**Present Tendencies in Personnel Practice.** By R. F. Lovett. *Industrial Management*, June, 1923, pp. 327-333.

Personnel work, though not a new development, yet had its greatest expansion during the inflation boom. That it met the acid test in such large measure is proof of the need for the personnel worker. This article gives a comprehensive survey of present conditions and trends in this important branch of management.

**Introducing a New Executive to Employees.** *Management Engineering*, June, 1923, p. 416.

An eastern company arranged the introduction of a new executive to employees by printing an informal letter from the new executive to the employees in the shop paper.

## 658.2 Plant: Location, Material, Design, Lighting, Heating, Ventilation, Power, Equipment

**What It Pays to Know About Material Handling.** By W. T. Spivey. *Factory*, June, 1923, pp. 685-688.

This article describes practical methods of reducing labor cost and effort in the handling of materials.

**Painting the Factory.** By R. Gordon. *Industry Illustrated*, June, 1923, pp. 14-16.

The appearance and permanence of factory buildings depend largely upon paint. This article describes how and when to paint, and why.

**Painting Product and Plant.** *Factory*, June, 1923, pp. 776-782.

Efficient methods of using paint to preserve and improve the appearance of product and plant are described in this article.

**Labor Shortage Remedies.** By F. W. Parsons. *Saturday Evening Post*, May 19, 1923.

Interesting mechanical devices used as remedies to labor shortage are mentioned in this article, the majority taking the form of mechanical conveyors.

**Moving Mountains Without the Shovel Gang.** By M. W. Potts. *Industry Illustrated*, June, 1923, pp. 22-26.

Reduction of cost by replacing human handling of materials by mechanical appliances is the subject of this discussion.

**Materials Handling in a Modern Sugar Refinery.** By Homer L. Rank. *Industrial Management*, May, 1923, pp. 306-313.

The art of mechanical transportation of materials throughout an entire plant from the point of receipt through the various processes and to the shipping department is well exemplified at the American Sugar Refinery at Baltimore. Interesting appliances are included in this article.

**The Evolution of Mechanical Handling.** By M. W. Potts. *Industrial Management*, May, 1923, pp. 279-284.

We are accustomed to consider mechanical equipment for materials handling as a development of the past twenty-odd years whereas (as shown in this article) such equipment had already a practical stage one hundred and twenty-five years ago. The author points out in his discussion that a change in the 3 per cent immigration law is neither the best nor the most obvious remedy for the unskilled labor shortage. Improvement in handling of material is a far more comprehensive and extensive remedy.

**Buildings From the Manager's Viewpoint.** By G. L. H. Arnold. *Management Engineering*, June, 1923, pp. 417-421.

In a new structure, many details must be considered. The roof of a factory building must wear well and be waterproof and fireproof. Partitions should be made of non-combustible material and should afford fire protection. Special attention must be given to the design and construction of doors to facilitate and not impede traffic. The service equipment for light, heat, water and sewage must be laid out to avoid conflicts. This article discusses all these important features.

**Industrial Lighting.** *Factory*, June, 1923, pp. 790-792.

Methods of increasing production with lower overhead costs are discussed in this group of articles.

**Trimming Lake Freight Costs.** By G. B. Wright. *Management*, June, 1923, pp. 72-76.

Thousands of dollars have been saved every season at one point by replacing man-power with interior tractors and lift trucks. This describes the mechanical means which the Detroit & Cleveland Navigation Company uses.

**Heating and Ventilation in Old Buildings.** By E. R. Dolby. *Industrial Welfare*, June, 1923, pp. 151-154.

This article discusses the general problem of most efficient heating and ventilation of old factory buildings. General means of improving heating and ventilation are discussed.

**Bulk Materials Handling and the Common Labor Shortage.** By M. W. Potts. *Industrial Management*, June, 1923, pp. 338-345.

Many executives are bemoaning the shortage of common labor and looking to Europe to send us more "wheelbarrow pushers" when, as suggested by this article, the real and permanent solution lies right at hand in the increased use of mechanical appliances.

**Production Economics Through Automatic Temperature Control.** *Factory*, June, 1923, pp. 696-699.

This is a discussion of the regulation of temperature in both drying and workrooms based upon an investigation into methods employed in many plants.

**The Surest Cure for Labor Shortage.** By Charles R. Gow. *Industry*, June 9, 1923.

The author points out that there are only three real cures for labor shortage—modification of the present immigration laws, reduced output and increased use of automatic machinery and labor-saving methods. The successful use of improved methods to increase production which has been accomplished by the agriculture group can be duplicated in industry.

### 658.3 **Industrial Economics: Labor and Capital, Law of Labor, Wage Theory, Legislation, Immigration, Socialism, Communism, Co-operative Factories, Duration of Work**

**Oriental Immigration.** By T. H. Boggs. *The Annals*, May, 1923, pp. 50-55.

This brief survey of Asiatic immigration into Canada endeavors to explain why the question has become so urgent an issue, to point out certain of the peculiar difficulties which beset the path that may lead toward a solution of the case and to suggest a remedial course of action to the consideration of the various parties involved.

**The Guild Movement in Italy.** By Odon Por. *International Labour Review*, May, 1923, pp. 669-694.

The impulse behind the movement in Italy is partly economic and partly political. The economic current is based on the trade union and co-operative movements combined, which in Italy have always been in close contact. Important proposals have been made for the transfer of the management of railways and telephones to appropriate guilds. The future development of the movement may be well in the direction of forming central organizations

which shall link up collective and private property and organized consumers, and undertake productive and distributive work of all kinds for the whole community.

**A Confession of Helplessness.** By J. A. Fitch. *Survey*, June 15, 1923, pp. 320-321.

This is a discussion from a social viewpoint of Judge Gary's remarks regarding the twelve-hour day and the iron and steel industry.

**Industrial Sanity.** By Sherman Rogers. Address before the Ninth National Convention of the Society of Industrial Engineers, 1922.

Industrial relations to be sane must be open and aboveboard, labor and capital aiding each other in this endeavor.

**The Immigrant Settler.** By P. H. Bryce. *The Annals*, May, 1923, pp. 35-44.

This is the history of recent Canadian immigration.



**Migration, Policy Within the British Empire.** *International Labour Review*, May, 1923, pp. 755-770.

In Great Britain, the unemployment situation has caused the renewal of suggestions for further restrictions on the admission of alien labor. In the colonies and dominions, the problem is quite a different one, namely to decide what means can be suitably employed to encourage the coming of settlers mainly for agricultural and domestic work, and so to supervise their welfare that they will eventually add an element of strength to the new countries.

**The Canadianization of the Immigrant Settler.** By J. H. Haslam. *The Annals*, May, 1923, pp. 45-49.

On the whole the foreign immigrant has given Canada very little trouble. This has been largely due to the absorbing and assimilating quality of the Anglo-Saxon race.

**The Present Position in the French Trade Union Movement.** By Charles Dulot. *International Labour Review*, May, 1923, pp. 695-716.

The French trade union movement of today may be divided into four main branches. The General Confederation of Labour, which has the largest membership, at its last congress, adopted a programme which defines its national and international policy after the withdrawal of the Communists. The claims of the Catholic trade union federation are not noticeably different from those of other trade unions, but it also has its own peculiar problems. The main problem before the General Confederation of United Labour since its establishment has been affiliation and general relations with Moscow. Yet another form of trade unionism, "independent" or Evolutionary Syndicalism, is represented by the Council of Industrial Legislation and Labour. The aim of this body is the organization of each industry by the creation of permanent joint committees corresponding to the local, regional and national organizations of employers and workers.

**Political Developments Within the Labour Movement in Canada.** By J. S. Woodsworth. *The Annals*, May, 1923, pp. 299-302.

A real labour movement is emerging out of all the confusion which has existed among Canadian labour. In nearly all the provinces, labour is becoming active in municipal affairs.

**Steve Tokacz.** By R. G. Kirk. *Saturday Evening Post*, February 17, 1923, p. 6.

An argument in favor of more immigrants for "pick and shovel" work. The contractor's point of view on immigration.

**Emigration of Canadians to the United States.** By G. E. Jackson. *The Annals*, May, 1923, pp. 25-34.

Recently, there has been an increase in the exodus of young and enterprising men and women who were born and educated in Canada only to leave the country when they reach maturity. Causes and results are discussed by the writer.

**Better Pay and Cheaper Coal?** *The Nation*, June 20, 1923, p. 711.

On September 1 the present wage agreement expires. In preparation for this, the miners have now added a series of proposals on anthracite accounting and finance. The preface to these proposals, printed in this article, outlines them rather clearly.

**Do We Need More Foreign Labor?** By James F. Davis. *Industry Illustrated*, June, 1923, p. 13.

This is a brief statement by the Secretary of Labor in regard to the problem of foreign labor.

**Canada's Immigration Policy.** By R. J. C. Stead. *The Annals*, May, 1923, pp. 56-62.

The immigration policies of Canada have been and are of far-reaching interest and effect, not only to the people of that country but also to the outside world.

**Our Labor Shortage and Immigration.**

By James J. Davis. *Industrial Management*, June, 1923, pp. 321-323.

The Secretary of Labor discusses how we shall solve the perplexing problems of quality and quantity of immigration which shall be permitted to enter the country to relieve the labor shortage.

**A Plan for State Labor Statistics.** By Leo Wolman. *The Annals*, May, 1923, pp. 308-319.

It is clear that there is need for extensive and reliable statistics in the many fields of public activity. This article discusses a possible plan for obtaining and distributing statistical data.

658.41 **Employment:** *Department, Supply of Labor, Classification of Employees, Selection, Tests, Maintenance, Transfers, Promotion, Separation, Turnover, Re-employment*

**How Can We Develop More Scientific Methods of Selecting People for Jobs?** Addresses and discussion at the Ninth National Convention of the Society of Industrial Engineers, 1922.

Mr. Earl Morgan of the Curtis Publishing Company and Miss Louise Moore of the Dutchess Mfg. Company discuss scientific methods of selecting employees, followed by a general discussion of this problem.

**Scientific Method in Constructing Psychological Tests for Business.** By A. W. Kornchauser. *Journal of Political Economy*, June, 1923, pp. 401-432.

According to the writer the excellence of the psychological test depends upon whether the test enables us to make predictions as to people's fitness for the job in an appreciably better, cheaper or more expeditious manner than can be made without the test.

**A Basic Weakness of Railroad Organization.** By R. V. Wright. *Railway Age*, June 16, 1923, pp. 1455-1458.

The writer points out that more attention must be given to selecting, training and inspiring all employees, particularly on the part of the railroads where this question has not received as much consideration as in the more progressive industrial organizations.

**Unemployment and Organization of the Labour Market.** By B. M. Stewart. *The Annals*, May, 1923, pp. 286-293.

The Employment Service of Canada has been created to reduce unemployment and take the place of private employment agencies which were abolished. The past four years of its existence has been largely concerned with setting up the necessary machinery. Its real value is only now being realized by Canadian industry.

**A Study in Railroad Turnover.** By Kenneth S. Bates and Erwin G. May, School of Commerce and Administration. *Commerce and Administration*, February, 1922, p. 86.

**A Cure for Seasonal Employment.** By C. A. Bratter. *The Survey*, March 15, 1923, pp. 800-801.

The experiences of German firms in reclaiming waste lands and converting them into industrial farms as supplements to the industrial activities of the plants, thus equalizing employment between industry and agriculture.

**Is Labor Shortage an Unmixed Evil?** By Charles Piez. *Management Engineering*, June, 1923, pp. 361-362.

The writer believes that "American business must be stabilized so that a fairly uniform demand can be met by regular employment of both the workers and the facilities in industry."

While the experiment is practically new there is no doubt that there are advantages in such a plan both to employer and employee.

658.44 **Employee Service: Hygiene and Sanitation, Safety, Health Supervision, Living Conditions, Lunch Rooms, Company Stores, Morals, Recreation**

**What Keeps Workers Contented.** By Charles Cheney. Address before the Ninth National Convention of the Society of Industrial Engineers, 1922.

The author believes in intelligent "welfare work" and thinks that it is the first obligation of an employer of labor to do all he can to make the lives of those whom he employs as full of opportunity and of happiness and health as he possibly can. The employer should go one step farther and look upon doing this as the fulfillment of his obligations to his employees.

**Protection of Workers in Industry.** By Marion Findlay. *The Annals*, May, 1923, pp. 254-266.

This is a discussion of the history and development of protection for workers in Canadian industry.

**What Industrial Medicine Means to the Plant Manager.** By F. W. Dershimer. *Industrial Management*, June, 1923, pp. 379-381.

There are not a great many plants of any size which today lack a thoroughly equipped medical department, and many of the smaller industrial enterprises also have learned that prevention and health supervision pay dividends. In this article, the writer points out the need for special training on the part of the industrial physician and for a better understanding of his functions by the management.

**Company and Co-operative Stores.** Report prepared by the Policyholders' Service Bureau, Metropolitan Life Insurance Company.

This is an analysis of some of the methods by which business and industrial organizations are helping their employees to reduce living costs. The more common problems which arise are discussed and the actual plans of seventeen companies are given.

**Industrial Hygiene in Saxony.** *The Nation's Health*, May, 1923, p. 295.

Saxony has taken, as described, the first fundamental steps toward affecting industrial hygiene through organization of labor.

**The "Safety First" Movement in Industry.** By Louis Nash. *Lefax*, May, 1923, pp. 53-55.

In this article some of the causes of industrial accidents and methods being employed towards accident prevention in industry are concisely discussed. The slogan assumed is that safety has to be sold to both workman and employer and they must be kept sold to insure consistent, continuous cooperation.

**Low-Cost Workingmen's Houses.** By O. H. Hipple. *Management Engineering*, June, 1923, pp. 395.

This article describes the possibilities of standardized construction to reduce the cost of workingmen's houses.

**Employees' Attitude Toward Medical Service.** By R. E. Andrews. *The Nation's Health*, May, 1923, pp. 289-291.

Employees' attitude toward medical service has improved considerably where the employee has been given the same consideration as a private patient.

**The Practical Application of Accident Statistics.** *Industrial Welfare*, June, 1923, pp. 171-174.

Compilation of accident statistics is valueless unless practical application is made of the statistics obtained.

**Industrial Housing.** *Industrial Welfare*, June, 1923, pp. 157-160.

This is a group of extracts of industrial housing plans in different industries of Great Britain.

**Industrial Hygiene.** *International Labour Review*, May, 1923, pp. 771-779.

This is a study of lead poisoning in industries in Finland. The study is based upon inquiry to a certain number of rep-

resentative works comprising 116 workplaces. The principal industries studied are the printing, earthenware and china, and lead pipe manufacture, and miscellaneous industries such as plumbing.

**658.447 Training and Education:** *Continuation Schools, Foreman Training, Apprenticeship, Company Libraries, Vestibule Schools, Bulletin Boards, Co-operation with Public Schools and Colleges; Employee Publications, Management Training, Technical Training*

**1001 Films.** *The Educational Screen*, Chicago, 1922.

This booklet lists a large number of films and where to get them. Suggestions are given for the arrangement of film programs for industrial, educational, religious and all other types of non-theatrical exhibitions.

**The Use of Visual Instruction in the Educative Process.** By H. B. Wilson. *Educational Screen*, June, 1923, pp. 247-251

Industry may find information of value in this discussion of the use by schools of visual instruction

**The Future of Engineering Education.** By C. F. Scott. *Proceedings of the Society for Promotion of Engineering Education*, 1922.

This is a discussion of the future of engineering education from the viewpoint of this society.

**Vocational Counsel in the Business School.** By W. E. Wickenden. A paper read at the fifth general meeting of the Association of Collegiate Schools of Business, Cincinnati, Ohio, May 4, 1923.

A plea is made for closer understanding and cooperation between employers and colleges. Due to lack of coordination, industrial and educational institutions are failing to obtain the greatest possible results with the material on hand. It is suggested that a central agency to bring the two together is the remedy required.

**"Selling" the Conference Method for the Improvement of Foremanship.** By B. T. Leland. *Vocational Education Magazine*, June, 1923, pp. 802-804.

This describes the methods used to "sell" the conference method of improving foremanship from superintendents to higher executives of a textile corporation.

**Manual Arts Record Cards.** By Glenn D. Brown. *Industrial Education Magazine*, June, 1923, pp. 368-370.

This is an explanation of a record card which has been very successful in maintaining the records of students of manual arts. They are to be recommended to industrial plants maintaining classes for training their workers in manual arts.

**New Use for the Bulletin Board.** By G. P. Hutchins. *Industry Illustrated*, June, 1923, pp. 28-36.

The industrial bulletin board is the employer's logical direct advertising medium to his employees for the spread of accurate information. This discussion is confined to such use of the bulletin board.

**The Turning Point.** By G. A. Ginsbach. *Industrial Education Magazine*, June, 1923, pp. 371-372.

In many communities printing, like other lines of industrial education, has found some difficulty in becoming firmly established in the school system. Truly, vocational education in printing is coming to the forefront. This short article gives a brief reference to the education of printing workers.

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**Development of Management.** By Oliver Sheldon. *Industrial Welfare*, June, 1923, pp. 149-151.

This article draws attention to the potential power of the printed word in assisting in the development of the technique of the new methods of management now being practiced. Special emphasis is laid upon the value of the works magazine.

**Teaching Electricity to Administrative Engineering Students by the Use of the Project Method.** By L. W. W. Morrow. *Proceedings of the Society for Promotion of Engineering Education*, 1922.

In summary, it may be said that, for courses which are intended to train men preparatory to industrial leadership, the project method is superior to the usual method of teaching.

**Shop Organization in Automotive Work.** Fred McGinnis. *Industrial Education Magazine*, June, 1923, p. 377.

This describes the organization of the school in automotive work which has been established by the Vocational High School of Everett, Washington, patented after the organization of an actual automotive plant.

**The Time Clock as a Teaching Device.** By R. T. Craig. *Vocational Educational Magazine*, June, 1923, pp. 776-777.

If the time clock has an important bearing in industry, why not in a school training for industry? Dunwoody Industrial Institute of Minneapolis has installed in its front hall three time clocks and all students use the same.

**Do House Magazines Pay?** By Robert S. Gill. *Management*, June, 1923, pp. 64-68.

The house magazine is designed to "sell" the house to the employees. An analysis was made of over three hundred house magazines and the consensus of opinion was favorable as to the usefulness and effectiveness of the house magazine.

**Workers' Education in Sweden.** *International Labour Review*, May, 1923, pp. 780-785.

As in all the Scandinavian countries, adult education has reached a high stage of development in Sweden. It is claimed that a larger proportion of the population attends study circles, courses of lectures and peoples' colleges than in any other country in the world. In this article, some account is given of the various forms of educational activity undertaken, the organizations responsible for these and the extent to which the state has come to their assistance.

**Organizing the Liberal Arts College for Vocational Guidance.** By E. J. Wiley. *Middlebury College Bulletin*, February, 1923.

The vocational guidance program of Middlebury College reaches down into the preparatory school for information about the personal qualities, activities, interests and purpose in coming to college of the candidates for admission begins to function definitely in the freshman year, continues throughout the course and follows the graduate as he takes up his work or professional study after leaving college.

**Industrial Education in Joliet Township High School.** By L. W. Smith. *Industrial Education Magazine*, June, 1923, pp. 359-364.

The Joliet Township High School is setting a new and practical standard for cosmopolitan high schools. It combines the usual academic courses with comprehensive vocational courses in an unusual way.

**The Passing of Apprenticeship.** By A. W. Forbes. *Industry*, June 2, 1923, pp. 1-2.

Many are the remedies suggested for the revival of interest in apprenticeship. This writer suggests that boys between the ages of 12 and 16 years be legally permitted to enter apprenticeship as this is an important period for general culture.



**The University and Industry.** By Arthur Frank Payne, University of Minnesota. *Vocational Education Magazine*, March, 1923, pp. 528-532.

The author discusses the functions of a university, reviews the history of the engineering college which was the first agent in this field to cooperate with industry, and suggests the adoption of certain standards and policies before planning any elaborate scheme for the cooperation of universities and industry.

**Loyalty and Appreciation.** By Amos Bradbury. *Printers Ink*, May, 1923, pp. 46.

There is considerable material in this article for the type of management which overlooks the development of loyalty and the appreciation of same when it comes into existence. The chief who plays no favorites, who rewards honest work, has every right to demand real loyalty from his men.

**Strengthening the Morale of Supervisory Forces.** *Railway Age*, June 16, 1923, pp. 1431-1432.

The larger possibilities for increasing the efficiency in the mechanical department of the railroads are described in this article.

**Laboratory Instruction in Engineering.** By Roy Kegerreis. *Engineering Education*, June, 1923, pp. 620-625.

In this article, the term "laboratory work" is used broadly to include all processes of working out problems by trial, observation, experiment and similar methods.

**Occupations Study in Small City High Schools.** By J. F. Friese. *Vocational Education Magazine*, May, 1923, pp. 649-652.

The material presented represents the substance of the experiences and conclusions of two years of occupational study at the Technical High School of St. Cloud, Minn., having about 700 pupils.

**Making the Evening School Function with the Various Vocations.** By E. G. Allen. *Vocational Education Magazine*, June, 1923, pp. 770-774.

Discussion, from an educator's point of view, of necessary elements in making the evening school function with vocations.

**The Proper Coordination Between the Schools and Industry.** By J. W. Barritt. *Vocational Education Magazine*, June, 1923, pp. 800-802.

Coordination between schools and industry must necessarily be accomplished through complete understanding between the two, not only on the part of the leaders but by the rank and file as well.

**Developing Engineering Education.** By H. C. Woods. *Engineering Education*, June, 1923, pp. 626-629.

It is the writer's opinion that, in this case, the profession should aid education by a service which education should take the initiative in starting.

**Teaching Shop Mathematics to Trade Extension Apprentices.** By W. W. MacDowell. *Vocational Education Magazine*, May, 1923, pp. 688-689.

This article suggests that it is more effective to bring the learner to the knowledge than the reverse method. If the boy is brought to the knowledge through the medium of his daily task, he will forget his dislike for school, his antipathy for learning and his eagerness to advance will overcome his dislike for study.

**A New Conception of Business Organization and Management as a Part of Secondary Training for Boys.** By G. D. Miller. *Vocational Education Magazine*, May, 1923, pp. 671-673.

A course in business organization and management has been given at the High School of Commerce at Springfield, Mass., for the last seven or eight years. Arguments are put forward as to why such an advanced subject should be taught to boys at such an early age.

658.45 **Benefit Systems: Employers' Liability, Workmen's Compensation, Group Insurance, Pensions, Thrift and Investment Plans, Stock Subscription, Mutual Benefit Associations**

**Thrift and Industrial Welfare.** By J. L. Wells. *The Compass*, June, 1923, pp. 12-13.

This article gives a brief discussion of the value of thrift and industrial welfare, prepared by a Scotch educator.

**A Mutual Saving and Pension Plan.** By W. H. Holmes. *The Dodge Idea*, May, 1923, pp. 14-15.

This is a discussion of the statements of Father Hengell and Frank E. Hering at the annual meeting of the American Association for Labor Legislation. It contains largely a controversy over

whether the state or employer should bear the burden of pensions. A pension plan to be borne by the employers in the form of a combined profit sharing, saving and pension system is described.

**Two Pension Schemes.** *Industrial Welfare*, June, 1923, pp. 154-157.

Two English plans for the automatic pensioning of employees under generous and well-defined conditions are described. These plans are used by the "combines" or amalgamations called "Bradford Dyers' Association, Limited," and "Bleachers' Association, Limited."

658.46 **Labor Relations: Organized Labor, Strikes, Boycotts, Lockouts, Collective Bargaining, Arbitration, Conciliation, Mediation, Employee Representation**

**The Human Problem in Industry.** By E. M. Herr. Proceedings of the Joint Session of the American Economic Association and The American Society of Mechanical Engineers, December 6, 1922. Published by The American Society of Mechanical Engineers, New York.

That the human problem in industry is not new is shown by the author's review of labor conditions in the Roman Empire, England, France, and this country, from ancient to modern times. The only difference lies in the fact that new elements have entered. Industry is now being conducted on a much larger scale than ever before and the problem has been intensified not only by factory employment and all that goes with it but by the greatly increased size of manufacturing establishments, by the concentration of population in cities having a large foreign element of often radical tendencies. Furthermore, a very large number of people are now entirely dependent upon industrial operations as those employed in manufacturing in early days were not.

According to Mr. Herr, shop representation, fair wages, security of employment, and means for education are among the demands of workers and merit the earnest consideration of managers who would win the confidence and cooperation of their employees.

**The Trade Union Movement in Sweden.**

By Sigrid Hannson. *International Labour Review*, April, 1923, pp. 481-506.

In 1912, a committee of the National Federation of Swedish Trade Unions drew up a scheme of federation of individual unions. This scheme, based on the industrial principle, has been in part carried out though it has met with some resistance. Thus, in spite of the incomplete homogeneity in the structure of the movement, a tendency towards reorganization on industrial lines is traceable. A demand for decentralization has led to the formation also of an opposition organization, the Central Organization of Swedish Workers.

**Organized Co-operation on the Railroads.** By W. H. Johnson. *Railway Age*, June 16, 1923, pp. 1415-1416.

Organizations of employees can make a positive contribution of tremendous value in increasing efficiency on the railroads. Co-operation on the part of organized groups is necessary to successful operation.

**After-War A. F. of L. Politics.** By David J. Saposs. *The American Labor Monthly*, March, 1923, pp. 37-43.

Since the armistice, American Federation of Labor politics have taken a new turn. For almost two decades previous thereto, there had been slight change in the alignments. Formerly, the largest part of the opposition was waged by the Socialistic element whereas the power of this group is waning. A new radical group has developed which is primarily concerned with the Federation as an economic organization. It aims to introduce industrial unionism through federation and amalgamation of existing craft unions.

**The Road to Industrial Peace.** By F. R. Carlton. *Administration*, June, 1923, pp. 709-712.

Industrial peace is fundamentally a problem of management and industrial control. Factors are mentioned which are important in reducing industrial friction and in bringing about industrial peace.

**The Cleveland Garment Plan.** By Fred C. Butler. *Industrial Management*, May, 1923, pp. 314-317.

After several years of guerilla warfare, the women's garment industry of Cleveland, in 1918, faced a threatened general strike. Through the aid of the War Department, the strike was avoided and a board of referees made a thorough survey of the industry. This was the inception of what grew into "The Cleveland Plan." This article describes this plan in detail and tells how it has worked in the three years since its adoption.

**Human Maintenance in Industry.** By Coburn and Hoadley.

This firm of industrial psychologists has carefully analyzed the field of human relations in industry and suggests attacking the problem in these three ways: conferences on the art of handling men, rating reports on workers and on foremen and determination of abilities.

**A Case of Genuine Industrial Self-Government.** By Paul H. Douglas, University of Chicago. *The University Journal of Business*, November, 1922, pp. 3-22, and February, 1923, pp. 169-181.

The five years' experience of the Columbia Conserve Co. with employee representation.

**Trade Union Organizations.** *International Labour Review*, April, 1923, pp. 541-551.

This is an international study of trade unions. It is largely made up of the business carried on at the World Peace Congress held by the International Federation of Trade Unions at The Hague last December. Six hundred delegates from twenty-four countries responded to the invitation of the Executive Committee of the Federation.

**The Manitoba Council of Industry.** *International Labour Review*, April, 1923, pp. 560-562.

The Government of Manitoba for some years had been trying to perfect a means by which labour disputes might be eliminated from industry in the province. As a result, the Industrial Conditions Act was passed in 1919 creating a Joint Council of Industry. This council consists of five persons: two employers' representatives, two workers' representatives, and an impartial chairman. According to reports, it has had great success. In one case, it is estimated to have saved the Province some \$500,000, a sum sufficient to defray the cost of the Council at its present rate for fifty years.

**The Labour Movement in Canada.** By R. H. Coats. *The Annals*, May, 1923, pp. 282-285.

This is a discussion of the history and present status of the trade union movement in Canada.

**The Business of Life.** By W. A. Cooke. Harrod's, London, 56 pages.

This is an economic study of industry, with particular references to industrial relations.

658.54 **Rate Setting: Operation Study, Time Study, Motion Study, Fatigue Study, Time Allowance**

**Setting Piece Rates by Formula, Chart and Slide Rule.** By Donald Ross-Ross. *Industrial Management*, May, 1923, pp. 301-305.

Time study alone cannot cover every phase of rate-setting because in many cases it is impractical (if not impossible) to take time studies of all the elements involved. This article describes a method worked out by the author on certain specific rate-setting problems. While the charts and slide rule described are limited to these specific problems, the method lends itself to a wide variety of operations.

**Methods of Recording Elapsed Time on Jobs.** By C. W. Lythe. *Management Engineering*, June, 1923, pp. 429-435.

This is a compilation, with suggested records, of methods of keeping track of time spent on various jobs.

**The Evils of Rate Cutting.** By Clifford Segal. *Industrial Management*, June, 1923, p. 337.

This article proposes the proper use of scientific methods of fair rate fixing and guarantee of management against rate cutting.

658.55 **Incentives: Wage Plans, Methods of Payment, Profit Sharing, Pensions, Competitions, Prizes, Suggestion Systems, Vacations**

**The Rewards of Management.** By Charles M. Schwab. *Administration*, May, 1923, pp. 513-516.

An interesting debate is taking place in England between Lord Leverhulme and Thomas Kennedy on the question of large financial rewards for business management. The specific question at issue is whether a man can honestly and fairly earn for himself so large an amount as £100,000 a year. Mr. Schwab believes that a man might double this figure, or more, and still be within the bounds of reason.

**A Suggestion for Determining a Living Wage.** By D. D. Kittredge. *American Economic Review*, June, 1923, pp. 225-229.

The standard of living and health ratings offer a suggestion of a means by which a living wage may be determined.

**Premium and Bonus Plans.** By H. K. Hathaway. *Bulletin of the Taylor Society*, April, 1923, pp. 59-65.

Pay systems may be divided into two classes. The one group may be termed "drifting systems," being those systems in which the management either does not assume or consciously or unconsciously evades its responsibility. The other group may be termed "task systems," being those in which the management does assume its responsibilities.

Among the "drifting systems" are included by the author the straight piece work, the Halsey premium system, the Rowan system, the Emerson system and numerous others which have sprung up. The second group it is suggested would only include the two pay systems—Taylor's differential and Gantt's task and bonus.

**How to Sell a Bonus Plan to Workers and Have It Stay Sold.** By James H. Delany. *Factory*, June, 1923, pp. 702-705.

The successful installation of any bonus plan depends upon the degree of co-operation obtained from those affected by the operation of the plan, and any bonus won by extra effort should be available quickly after completion of the work on which it was earned.

The first step in installing this particular plan was to hold a mass meeting of the employees with a plant executive in charge who explained the different items of expense of the company, the competition which had to be met, and the necessity for reduction in manufacturing costs.

It was proposed that a partnership be formed to make the present equipment perform more work and hence earn more profits to be divided among the partners—that is, among the employees and the owners of the company.

The obligations of a partnership were explained and the necessity for confidence, justice and co-operation was emphasized. It was suggested that the profits for the workers be determined by a bonus system and such a system was unanimously accepted by a vote of the workers at the meeting. The plan has been in successful operation for three years. M. C. H.

**Some Fundamental Principles of the Parkhurst Differential Bonus System.** By C. D. Gilpin. *Industry*, April 28, 1923, pp. 1-4.

This article describes methods permitting both direct and indirect labor being brought under time study and bonus standards up to an average of from 65 per cent to, in some cases, 90 per cent or more of the total wages payroll hours including employees paid on a weekly basis.

Workmen are paid in their respective classes for the efficiency attained that day on the job as a whole. Based on job standards on which daily records are kept, it is possible to compute, weekly, semi-monthly or monthly, the department

efficiencies for each department separated and for the plant as a whole monthly. Based on these figures, department and plant efficiency bonus is paid to sub-foremen, foremen, general foremen, superintendents and often includes some of the other general supervisors.

**Our Experience With the Gantt Wage System.** By Arthur Lee. *Industry*, May 5, 1923, pp. 1-2.

The William Carter Company has had in operation for the past year in its plants at Springfield and Needham Heights, Massachusetts, the Gantt system of wage payment. It is not strictly a Gantt system as some features of the Emerson system have also been included.

It is claimed that the system attempted has been successful because it has secured the cooperation and respect of employees and is well adapted to this industry. It is flexible enough to meet all needs; it is not too difficult to undertake or too cumbersome to operate; and the expense of administration is comparatively low.

**A Group Bonus Plan That Reduces Costs.** By J. R. Rogers. *Factory*, May, 1923, pp. 538-540.

A gang piecework plan or group bonus system has been successfully tried out by a large middle-western manufacturer. Workers were divided into manufacturing groups as far as possible. These groups ranged from 2 to 50 men. As a result, group costs were drawn up, studies made and standards set for each group. Thus, instead of the individual workers receiving bonus for their own particular work, the bonus was paid to the group and distributed to the members of the group.

The result has been that anticipated production has been actually accomplished and the amount of defective work has been reduced. Another result has been that the men shift around in the organization until they find the job for which they are best fitted,

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**The Standard-Hour Plan of Wage Payment.** By M. E. Merriman. *Management Engineering*, June, 1923, pp. 381-387.

A wage-payment plan which costs more to administer than it saves by increased production on account of incentives should not be adopted. The comparative clerical costs of the time-rate, Emerson Bonus and standard-hour plans are explained in this article.

**Output of Workers Under a Particular Wage-Incentive.** By Harry D. Kitson. *The University Journal of Business*, November, 1922, pp. 54-68.

The results of an investigation of a thoroughly planned wage-payment system.

The data used in the investigation consisted of the records of out-put of forty experienced hand compositors who were hired (at intervals) during the years 1918 and 1919, and who remained at least until January, 1921. The production records of these men were kept during the first twenty weeks of their employment and were tabulated again at three months' intervals from October, 1920, to July, 1921.

**Does It Pay a Workman to Make Suggestions?** By John Durkin. *Management Engineering*, May, 1923, pp. 328.

In many plants, neither thanks nor credit is given for offering suggestions which would save money. On the other hand, there are some plants which do welcome suggestions. Through personal experience, the writer has described the effect of the latter condition on the working group.

**Making Real Vacations Possible.** By G. W. Gray. *Industry Illustrated*, June, 1923, p. 17.

Company vacation camps are still something of a curiosity and concerns which have established them are few. This article discusses companies that provide not only the time but also the place for a vacation.

**The Minimum Wage—What Next?** *The Survey*, May 15, 1923, pp. 215-222.

Seven governors and a score of citizens discuss in this issue of *The Survey* the decision of the United States Supreme Court on the question of minimum wage in the District of Columbia, especially in regard to its effect on further progress. In substance, all replies abhor the enormous power and influence which our system vests in one or two Justices of the Supreme Court.

**Salaries for Executives.** By Charles T. White. *Administration*, June, 1923, pp. 641-645.

This is a reply to Mr. Schwab's contention that medium salaries should be paid to executives and additional commission be given for the performance of the executive. According to the writer, the Standard Oil Company has taken the attitude that high salaries are due those who have become so efficient that they are indispensable to the successful operation of the business.

**A Robbery Proof Payroll Plan.** By D. S. Beebe. *Factory*, June, 1923, p. 695.

The plan calls for the drawing of a master check for the entire amount of the payroll, which is to be deposited in a bank accompanied by a list of the employees and the amount to be credited to the account of each.

In small towns this credit may be to a checking account or, in the case of large cities where large checking account balances are required, to a savings account. The advantages of the plan, in addition to payroll safety, are the prevention of the spread of information regarding salaries, and the encouragement of habits of thrift and economy on the part of employees.

A variation of the plan is to place \$5 in cash in the pay envelope of each employee and give a check for the balance of each man's wages.

M. C. H.

**Does a Suggestion System Make Savings?** By H. C. Blagbrough, Franklin Manufacturing Company. *Factory*, February, 1923. P. 196.

Mr. Blagbrough states that a reduction

of \$25.00 in the manufacturing cost of each automobile was a result of the introduction of a suggestion system in their plant.

## 658.8 SALES MANAGEMENT

### 658.81 Organization of Department

**The 1923 Model Sales Machine.** By H. R. Wellman. Address before the National Association of Sales Managers, June 8, 1923.

The complicated nature and development of the modern sales organization is described in this discussion.

**Operating Expenses in Department Stores in 1921.** Bulletin No. 33, Bureau of Business Research, Graduate School of Business Administration, Harvard University, Cambridge, Mass., p. 44. Price \$1.00.

The results of a study by the Harvard Bureau of Business Research in co-operation with the National Retail Dry Goods Association.

**Controlling Salesmen in the Small-town Field.** By J. J. Witherspoon. *Printers' Ink*, June, 1923, pp. 33-34.

The most costly failures in small-town selling through salesmen have been due to improper control methods or absence of control. An interesting method of control is suggested and discussed.

**"Where Is My Wandering Salesman Tonight?"** *Sales Management*, June, 1923, pp. 717-718.

The Dairymen's League, Inc., has found it valuable to rely on a set of maps and records which will answer the purpose of routing and keeping track of the activities of salesmen.

### 658.82 Sales Promotion: *Letters, House Organs, Advertising*

**Successful Selling.** By Thomas W. Berger. *Administration*, May, 1923, pp. 560-566.

In the last three years the gross business of the Philadelphia Electric Company's Appliance Sales Department has increased sixfold. This article describes how this company was able to increase its sales so greatly.

**Kinks That Add Fifty Per Cent to Mail Order Returns.** By R. K. Wadsworth. *Sales Management*, June, 1923, pp. 799-800.

This article describes how mail order concerns increase sales by the simple method of assortment selling.

**Sales Letters That Sag in the Middle.** By Maxwell Droke. *Sales Management*, June, 1923, pp. 735-736.

This article describes how to apply the specialty salesman's tactics to writing sales letters so that the letters almost stand up and talk to the prospect and get action as the face-to-face salesman would do.

**What Will Happen to Advertising in the Next Decade?** By John Benson. *Sales Management*, June, 1923, pp. 765-766.

What may be expected of advertising in the future is explained in this article by the president of the American Association of Advertising Agencies.

**Are Your Salesmen in Competition with Their Own Cards.** *Sales Management*, June, 1923, pp. 699-701.

Varied opinions are held by sales executives on the value of business cards, some

claiming cards distract the buyer while others consider them as useful as postage stamps. Representative opinions are enumerated in this article.

**658.86 Salesmen: Selection, Training, Compensation**

**Are Your High-priced Salesmen Doing Low-priced Work?** By C. C. Casey. *Printers' Ink*, June, 1923, p. 20.

It is not good sales management to hire high-grade men for low-grade work any more than it is good sales management to hire low-grade men to do high-grade work.

**A Short Unit Salesmanship Course.** By Helen Haynes. *Vocational Education Magazine*, June, 1923, pp. 755-756.

This course is covered in five meetings specialized in the problems connected with the selling of hosiery.

**Helping the Man on the Job.** By Albert W. Atwood. *Saturday Evening Post*, March 3, 1923, pp. 27.

The story of sales training in The Equitable Life Assurance Society and John A. Stevenson's views on job training generally.

**One Company's Experience in the Selection of Salesmen.** By O. R. Johnson. *Administration*, June, 1923, pp. 646-658.

One company has estimated that each successful salesman trained by the company costs at least \$900. This company's method of selecting salesmen will help sales managers know a good man when they see him, thus cutting out the cost of training those who do not appear as competent.

**The Hiring and Training of Salesmen.**

By J. A. Murphy. *Printers' Ink*, June, 1923, pp. 25-26.

Based on an interview with John A. Stevenson, this article describes how an organization with a sales force of 8,000 is hiring and training its salesmen to the highest possible efficiency.

**658.89 Salesmanship:**

**The Buyer Who Wants to Be Coaxed.** By J. M. Garth. *Sales Management*, June, 1923, p. 702.

Plans are given which help close the I-Want-To-Think-It-Over prospect who lacks the nerve to decisively reply either positively or negatively.

**When the Buyer Unloads His Troubles.**

By A. H. Deute. *Sales Management*, June, 1923, pp. 743-744.

Nothing plays havoc with a salesman's morale quicker than the buyer who pours out his troubles to every man who tries to sell him something. Some helpful suggestions are given which will aid any sales manager help his salesmen meet this common problem.

**Why Salesmen Go Stale.** By W. S. Sadler. *Sales Management*, June, 1923, pp. 695-696.

This is a discussion of the failure of salesmen due to physical neglect. Special emphasis is laid on the factor of lack of adequate food.

**Diagraming the Sales Talk.** By Ray Giles. *Printers' Ink*, June, 1923, pp. 53-54.

A field man shows, with illustrations, how simple charts disclose shortcomings in individual sales talks. In developing salesmen, a means for keeping them in the best track is always valuable and this article discusses a possible one.

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